

HOW TO READ THE BUDGET

Volume 2 contains information on non-General Fund budgets or “Other Funds.” A fund accounts for a specific activity that a government performs. For example, refuse collection and recycling is an activity and therefore, a fund that is classified as a Special Revenue Fund.

The chief component of information in Volume 2 is called a narrative. Each fund will have its own narrative that contains program and budgetary information. The narrative will have several elements including:

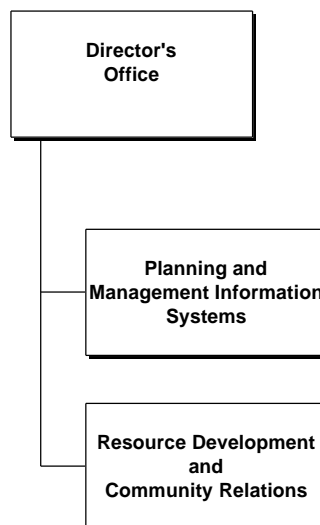
- Organization Chart
- Agency Position Summary and Position Detail
- Agency Mission, Summary Table, and Summary by Cost Center Table
- Agency Purpose, Key Accomplishments, FY 2003 Initiatives, and Performance Measurement Results
- Funding Adjustments
- Cost Center-Specific Goals, Objectives and Performance Indicators
- Fund Statement
- Summary of Capital Projects
- Project Detail Tables

Not all narratives will contain each of these components. For example, funds that are classified as Capital Funds will not have organization charts because they do not have employees; that is, they only provide funding for the purchase and construction of capital items. However, Capital Funds do have a Summary of Capital Projects that lists the cost of each project in a fund. A brief example of each section follows.

Organization Chart:

The organization chart displays the organizational structure of each agency. The *Agency Position Summary* and *Position Detail* information, as they correspond to the organization chart, will immediately follow the pictorial organization chart. The position detail information is found on the page following the pictorial organization chart.

COMMUNITY SERVICES BOARD CENTRAL SERVICES



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Agency Position Summary

7 Regular Positions (1) / 6.5 Staff Years (1.0)

Total positions may include Regular, Grant, Exempt, and/or State positions.

Indicates whether positions have been authorized for full time or part time. A value less than the number of positions, e.g., 6.5, would indicate that one or more positions are authorized for less than full time.

Position Detail Information

Director's Office

1	Director
1	Administrative Aide, PT
<u>1</u>	Secretary II
3	Positions
2.5	Staff Years

This indicator denotes the corresponding position status for positions other than Regular, e.g., PT – Part Time; E - Exempt; G – Grant; C – Contract; T – Transfer.

Project Management

1	Programmer IV
2	Engineers III (1)
<u>1</u>	Surveyor II
4	Positions (1)
4.0	Staff Years (1.0)

The parentheses reflect either the addition of a new position (1) or the abolishment of a position (-1). This modification is also reflected in the above Agency Position Summary table.

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Agency Mission, Summary Table, and Summary by Cost Center Table:

The next section of the narrative is the Agency Mission, a broad statement reflecting intended accomplishments for achievement of the agency's public purpose. It describes the unique contribution of the organization to the County government and/or citizens receiving services and provides a framework within which an agency operates. The Summary Table summarizes the agency's positions and expenditures less recovered costs. If an agency has multiple cost centers, this section will also contain a Summary by Cost Center table that summarizes expenditures. A cost center is a group of individual line items or expenditure categories within a program unit developed to meet specific goals and objectives.

In the example below, Fund 401, Sewer Operation and Maintenance, is divided into four different cost centers to account for its activities: Wastewater Administration, Wastewater Collection, Wastewater Treatment, and Wastewater Planning and Monitoring. Each cost center has its own goal, summary table, objectives, and performance indicators later in the narrative.

Agency Mission

To safely collect and treat wastewater in compliance with all regulatory requirements using state-of-the-art technology in the most cost-effective manner in order to improve the environment and enhance the quality of life in Fairfax County.

Agency Summary					
Category	FY 2001 Actual	FY 2002 Adopted Budget Plan	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	358/ 357.5	358/ 357.5	352/ 351.5	352/ 351.5	352/ 351.5
Expenditures:					
Personnel Services	\$17,685,390	\$20,222,135	\$20,222,135	\$21,141,130	\$21,141,130
Operating Expenses	39,163,520	40,914,006	43,218,071	42,653,792	42,653,792
Capital Equipment	584,981	750,185	1,647,323	721,784	721,784
Subtotal	\$57,433,891	\$61,886,326	\$65,087,529	\$64,516,706	\$64,516,706
Less:					
Recovered Costs	(\$723,573)	(\$678,104)	(\$678,104)	(\$690,666)	(\$690,666)
Total Expenditures	\$56,710,318	\$61,208,222	\$64,409,425	\$63,826,040	\$63,826,040

Summary By Cost Center					
Cost Center	FY 2001 Actual	FY 2002 Adopted Budget Plan	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan
Wastewater Administration	\$247,159	\$223,059	\$223,059	\$233,587	\$233,587
Wastewater Collection	9,636,842	11,152,550	11,981,305	11,384,688	11,384,688
Wastewater Treatment	15,451,508	17,546,169	18,175,836	18,640,806	18,640,806
Wastewater Planning & Monitoring	31,374,809	32,286,444	34,029,225	33,566,959	33,566,959
Total Expenditures	\$56,710,318	\$61,208,222	\$64,409,425	\$63,826,040	\$63,826,040

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It is important to note that expenditures are summarized in three categories. *Personnel Services* consist of expenditure categories including regular pay, shift differential, limited and part-time salaries, and overtime pay. *Operating Expenses* are the day-to-day expenses involved in the administration of the agency, such as office supplies, printing costs, repair and maintenance for equipment, and utilities. *Capital Equipment* includes items that have a value exceeding \$5,000 and an expected lifetime of more than one year, such as an automobile or other heavy equipment. In addition, some agencies will also have a fourth expenditure category entitled *Recovered Costs*. Recovered Costs are reimbursements from other County agencies for specific services that have been provided to the agency and are reflected as a negative figure in the agency's budget, thus offsetting expenditures.

Board of Supervisors' Adjustments:

This section summarizes the changes made by the Board of Supervisors to the FY 2003 Advertised Budget Plan and all adjustments to the FY 2002 budget from January 1 through April 22, 2002. When combined with the information found in the "Funding Adjustments" section, the reader will be able to track the agency's budget, beginning with the FY 2002 Adopted Budget Plan through the adoption of the current-year FY 2003 Adopted Budget Plan.

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2003 Advertised Budget Plan, as approved by the Board of Supervisors on April 29, 2002:

- ♦ The Board of Supervisors made no changes to the FY 2003 Advertised Budget Plan.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan from January 1, 2002 through April 22, 2002. Included are all adjustments made as part of the FY 2002 Third Quarter Review:

- ♦ An increase of \$2,046,437 is primarily due to increased interjurisdictional payments from neighboring treatment plants for higher operating costs such as electricity, fuel oil, natural gas and cost of living adjustments to maintain competitive salaries for treatment plant employees.
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Agency Purpose, Key Accomplishments, FY 2003 Initiatives, and Performance Measurement Results:

The following narrative sections are designed to give the reader a more detailed overview of the activities in each agency/fund. Fund 117, Alcohol Safety Action Program, is used as the example below.

Purpose:

This section represents the overall summary of the agency's activities, programs and services. A short description of the functional areas of interest to citizens should be discussed, focusing on major programmatic activities. If appropriate, historical information of note can be included here.

Key Accomplishments:

In this section, agencies should focus on substantive accomplishments that have occurred in the previous 2 to 3 years. This is an opportunity to mention new facilities, grants, programs, and efficiencies that would be of interest to Fairfax County citizens.

FY 2003 Initiatives:

This section is intended to highlight new initiatives, new programs, reorganizations, and other prominent issues that are funded as part of the FY 2003 Adopted Budget Plan. In this section, agencies should discuss the Director's vision for the agency and action plans for the upcoming year.

Performance Measurement Results:

This section should include a discussion/analysis of how the agency's Performance Measures relate to the provision of activities, programs, and services stated in the Agency Mission. The results of current performance measures are discussed as well as action plans for future-year improvement of performance targets.

ALCOHOL SAFETY ACTION PROGRAM

Purpose

The Fairfax County Alcohol Safety Action Program (ASAP) serves a probationary function for the Circuit and General District Courts under the supervision of the ASAP Policy Board. The core program provides intake, classification, rehabilitative alcohol/drug education, referral to treatment, and case management to individuals charged with, or convicted of, driving under the influence of alcohol (DUI). In addition, ASAP provides alcohol/drug education programs for habitual offenders, a drug education program for first-time drug possession offenders, and programs for adolescent substance abusers. Programs are available in English, Spanish, and Korean.

The County is the fiscal agent for the Fairfax ASAP which is administered through the Department of Administration for Human Services. ASAP is designed to be a self-supporting agency, funded entirely by client fees with the County providing indirect support through office space, utilities, and maintenance. The State imposes a fee ceiling on per client costs. The fee has remained unchanged since FY 1995 at \$350 per client, and will likely remain at that rate in FY 2003. The agreement between the ASAP Policy Board and the Board of Supervisors provides that ASAP will endeavor to develop a reserve fund balance sufficient to avoid deficit status during periods where referrals, and therefore client fee revenues to ASAP, decline. Should surplus client fees above and beyond the balance required for a sufficient reserve fund become available in any fiscal year, the ASAP Policy Board will reimburse the County for these indirect costs, or may request permission from the Board of Supervisors to expend such funds on the ASAP program.

Key Accomplishments

- ♦ ASAP has served an average of 3,646 clients over the past three years, an amount that has steadily increased over the past decade, while downsizing its staff and maintaining the integrity and quality of its numerous programs.
- ♦ Since FY 1999, at least 92 percent of DUI offenders annually referred to the program have successfully completed the program.
- ♦ In addition to its core court-mandated programs, ASAP has instituted additional user-funded programs to meet community needs. These programs include driver improvement programs in both English and Spanish, as well as a pilot program for educating reckless/aggressive drivers.
- ♦ Another innovative program for substance-abusing teenagers was begun in FY 2000, in conjunction with the Juvenile and Domestic Relations Court. In this program, adolescents charged with underage possession of alcohol and drugs are required to spend time in the Trauma/Intensive Care unit at Fairfax Inova Hospital observing the victims of substance abuse who are brought to the hospital for treatment.

FY 2003 Initiatives

- ♦ ASAP will intensify efforts to supplement its existing revenue base through all available means. Options to be explored include increasing the ASAP fee ceiling on either a statewide or Northern Virginia basis. Other revenue enhancing initiatives include increased marketing of the ASAP Driver Improvement Program as well as the Reckless/Aggressive Driver Education Program. To help inform the public about these programs, brochures have been distributed to places such as the schools, the courts, the legal community, and the Police Department. In addition, to help increase the fee collection rate, ASAP will continue to refine procedures that revoke the vehicle operator's license of any DUI client who has not successfully completed the ASAP program and paid the required fee.

Performance Measurement Results

Service Quality, a measurement of client satisfaction with ASAP education classes, has remained at the 97 percent level since FY 2000, and is projected to remain at this high level. The percentage of individuals completing the program two years prior who have not recidivated has remained between 92 and 94 percent and is expected to remain at that level in FY 2003.

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Funding Adjustments

The following funding adjustments from the FY 2002 Revised Budget Plan are necessary to support the FY 2003 program:

- ♦ An increase of \$47,148 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ♦ An increase of \$13,557 in Operating Expenses is necessary due to mandated payments to the State based on the number of clients served in a given fiscal year. As the number of clients served increases, the amount that must be forwarded to the State increases proportionally.

The following funding adjustments reflect all approved changes to the FY 2002 Revised Budget Plan since passage of the FY 2002 Adopted Budget Plan. Included are all adjustments made as part of the FY 2001 Carryover Review and all other approved changes through December 31, 2001:

- ♦ There have been no revisions to this fund since approval of the FY 2002 Adopted Budget Plan.

Funding Adjustments:

This section summarizes the changes that have been made to the prior year's (FY 2002) Revised Budget Plan in order to support the FY 2003 budget. The Funding Adjustments section also lists the adjustments made to the FY 2002 budget during the Carryover Review and all other changes through December 31, 2001.

Cost Center-Specific Goals, Objectives and Performance Indicators:

Since the FY 1999 Advertised Budget Plan, an intensive effort has been made to redirect focus toward a balanced picture of performance and away from an almost exclusive focus on outputs. This effort continues as part of the FY 2003 Adopted Budget Plan. The first step was to ensure that agency mission and cost center goals are in alignment, as well as aligned with the objectives associated with each cost center. Second, a family of measures consisting of four types of indicators is linked to each objective to track progress toward meeting those objectives. **Goals** are broad statements of purpose, generally indicating what service or product is provided, for whom, and why. **Objectives** are outcome-based statements of specifically what will be accomplished during the budget year. Ideally, these objectives should support the goal statement, reflect planned benefit(s) to customers, be written to allow measurement of progress, and describe a quantifiable target. **Indicators** are the first-level data for reporting performance on those objectives.

The concept of a **Family of Measures** encompasses the following types of indicators and serves as the structure for a Performance Measurement model that presents a comprehensive picture of program performance as opposed to a single-focus orientation.

- Input: Value of resources used to produce an output.
- Output: Quantity or number of units produced.
- Efficiency: Inputs used per unit of output.
- Service Quality: Degree to which customers are satisfied with a program, or the accuracy or timeliness with which the product/service is provided.
- Outcome: Qualitative consequences associated with a program.

The idea behind a **Family of Measures** is to provide an overall view of a program so that factors such as cost can be balanced with customer satisfaction and the outcome ultimately achieved. This concept has represented one of the most difficult challenges and reflects one of many significant changes in the budget document in recent years. Since this is the fifth year of the effort, in most cases actual data is available going back as far as FY 1999. However, it should be noted that performance measurement is an iterative process, and as managers continue to learn and improve their programs, ongoing refinement of measures can be expected. An example follows:

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Outpatient Services and Case Management

Goal

To provide outpatient and case management services that allow people to keep functioning and productive in their homes, workplace, schools, and neighborhoods while receiving treatment. Outpatient services for adults and youth include individual, group, couple, and family counseling. Services are also provided to inmates in the Adult Detention Center.

Cost Center Summary					
Category	FY 2001 Actual	FY 002 Adopted Budget Plan	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	56 / 55	56 / 55	56 / 55	56 / 55	56 / 55
Grant	20 / 19.5	20 / 19.5	15 / 14.5	15 / 14.5	15 / 14.5
Total Expenditures	\$4,610,878	\$5,175,208	\$4,986,123	\$4,787,057	\$4,787,057

Objectives

- ♦ To improve the knowledge of substance abuse relapse prevention skills among 85 percent of outpatient and case management clients as measured by their pre-test and post-test scores.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate/Actual	FY 2002	FY 2003
Output:					
Clients served	3,628	3,718	3,753 / 3,454	3,718	3,600
Efficiency: ¹					
Annual cost per client	\$841	\$744	\$792 / \$868	\$891	\$1,004
Service Quality:					
Percent of clients satisfied with services	91%	94%	90% / 90%	90%	90%
Outcome:					
Percent of clients with higher post-test scores in relapse prevention skill	92%	89%	85% / 85%	85%	85%

¹ Beginning in FY 2001, the efficiency indicator reflects the net cost to the County.

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Fund Statement:

A Fund Statement provides a breakdown of all collected revenues and total expenditures and disbursements for a given fiscal year. It also provides the total funds available at the beginning of a fiscal year and an Ending Balance. An example follows:

FUND STATEMENT							
Fund Type	Fund Type 040, Enterprise Funds			Fund 401, Sewer Operation and Maintenance			Fund
		FY 2001 Actual	FY 2002 Adopted Budget Plan	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan	
	Beginning Balance	\$10,181,965	\$56,230	\$5,666,012	\$5,666,012	\$84,030	Funds available at the beginning of the fiscal year
Revenue Categories	Revenue:						
	Miscellaneous Revenue	\$67,039	\$70,000	\$70,000	\$0	\$0	
	Sale Surplus Property Sludge Incinerator Charges	79,950	30,000	30,000	0	0	
		35,211	0	0	0	0	
	Total Revenue	\$182,200	\$100,000	\$100,000	\$0	\$0	
	Transfer In:						
	Sewer Revenue (400)	\$52,012,165	\$61,136,022	\$58,727,443	\$63,852,440	\$63,852,440	
	Total Transfer In	\$52,012,165	\$61,136,022	\$58,727,443	\$63,852,440	\$63,852,440	
	Total Available	\$62,376,330	\$61,292,252	\$64,493,455	\$69,518,452	\$63,936,470	Revenue available for expenditure during the fiscal year
Expenditure Categories	Expenditures:						
	Personnel Services	\$17,685,390	\$20,222,135	\$20,222,135	\$21,141,130	\$21,141,130	
	Operating Expenses	39,163,520	40,914,006	43,218,071	42,653,792	42,653,792	
	Recovered Costs	(723,573)	(678,104)	(678,104)	(690,666)	(690,666)	
	Capital Equipment	584,981	750,185	1,647,323	721,784	721,784	
	Total Expenditures	\$56,710,318	\$61,208,222	\$64,409,425	\$63,826,040	\$63,826,040	
Total Funds Available minus Total Disbursements	Total Disbursements	\$56,710,318	\$61,208,222	\$64,409,425	\$63,826,040	\$63,826,040	
	Ending Balance	\$5,666,012	\$84,030	\$84,030	\$5,692,412	\$110,430	
	P.C. Replacement Reserve	56,230	84,030	84,030	110,430	110,430	
	Unreserved Balance	\$5,609,782	\$0	\$0	\$5,581,982	\$0	

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Summary of Capital Projects:


A Summary of Capital Projects is included in all Capital Project Funds, selected Enterprise Funds, Housing Funds and Special Revenue Funds that support capital expenditures. The Summary of Capital Projects provides detailed financial information about each capital project within each fund, including: total project estimates, prior year expenditures, revised budget plans, proposed funding levels, and the source of funding which will support each funded capital project (i.e., General Funds, General Obligation Bonds, Developer Contributions, Grants, etc.). The Summary of Capital Projects may include some projects without a Total Project Estimate amount. These projects are considered "continuing" projects, or projects for which funding is necessary on an ongoing basis (e.g., a contingency or planning project).

FY 2003 Summary of Capital Projects						
Fund:		301 Contributed Roadway Improvements				
Project #	Description	Total Project Estimate	FY 2001 Actual Expenditures	FY 2002 Revised Budget	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan
007700	Fairfax Center Reserve		\$550,193.66	\$8,300,025.87	\$504,875	\$504,875
007701	Route 50/Waples Mill Interchange	1,951,346	14,054.45	1,937,291.55	0	0
008800	Centreville Reserve		740.00	3,018,777.90	352,244	352,244
008801	Stone Road	1,027,024	0.00	1,027,024.00	0	0
008802	Clifton Road	410,810	75,823.39	334,986.61	0	0
009900	Miscellaneous Reserve		0.00	8,460,187.80	1,961,527	1,961,527
009901	Primary Improvements		0.00	433,930.00	0	0
009902	Secondary Improvements		0.00	397,500.00	0	0
009903	Bridge Design/Construction		0.00	8,553.00	0	0
009904	Intersection/Interchange		0.00	318,843.00	0	0
009905	Stringfellow Road/Design	8,455,620	148,447.90	0.00	0	0
009906	Signal Installations		0.00	375,911.57	0	0
009908	Transit Improvements		0.00	5,499.59	0	0
009909	Reston East Park-N-Ride		0.00	106,148.00	0	0
009911	Tysons Corner Reserve		0.00	8,945,169.00	1,925,007	1,925,007
009913	Dolley Madison Blvd	8,945,941	886,263.81	8,019,677.19	0	0
Total		\$20,790,741	\$1,675,523.21	\$41,689,525.08	\$4,743,653	\$4,743,653

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Project Detail Tables:

Project Detail Tables are included for each capital project funded in FY 2003. This table includes financial information and a narrative description of the project, including project location, description, and the source of funding. The example below is for the Mount Gilead property in Centreville, and can be found in Fund 303, County Construction.

009420	Mt. Gilead	
5634 Mount Gilead Road		Sully
Funding is included for the sixth and final payment associated with the purchase of the Mt. Gilead property in Centreville. The aggregate purchase price of the property is \$996,620. A six-year payment plan was approved on September 9, 1996 and the Mt. Gilead property was purchased on September 18, 1996. In FY 1997, \$100,000 was included in this project to support the removal of debris and other hazards from the property. FY 2003 funding in the amount of \$105,500 provides for the final payment to purchase the property.		

	Total Project Estimate	Prior Expenditures	FY 2001 Expenditures	FY 2002 Revised Budget Plan	FY 2003 Advertised Budget Plan	FY 2003 Adopted Budget Plan	Future Years
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design and Engineering	0	0	0	0	0	0	0
Construction	100,000	100,000	0	0	0	0	0
Other	996,620	555,370	172,000	163,750	105,500	105,500	0
Total	\$1,096,620	\$655,370	\$172,000	\$163,750	\$105,500	\$105,500	\$0

Source of Funding				
General Fund	General Obligation Bonds	Transfers from Other Funds	Other	Total Funding
\$105,500	\$0	\$0	\$0	\$105,500